

## MAINE QUALITY FORUM

### ROLE IN THE CERTIFICATE OF NEED PROCESS

#### *BALANCING PARADOX*

- Health care providers are complex systems
- Promoting change within complex systems requires recognition of provider characteristics and culture
- External pressure for change on a complex structure is most likely to succeed by balancing fixed standards with goals to be reached by flexible paths. (Paradox of balancing standardization and flexibility)

#### **HEALTH CARE PROVIDERS ARE COMPLEX SYSTEMS**

Simple	Recipe
Complicated	Going to the moon
Complex	Healthcare
Unpredictable	
Need to respond to unanticipated at the micro level, essential redundancy, system accommodation of the art of medicine	
Incomplete knowledge of the science	

#### **PROMOTING CHANGE WITHIN COMPLEX SYSTEMS**

- Balancing multiple paradoxes
  - Standardized v. Flexible
    - Standardization essential to safety and efficiency v. today's standard is tomorrow's history
  - Uncompromising clinical leaders v. collaborative teams
    - Leadership to set stretch goals or difficult goals that are essential to patient's individual interest v. need for team collaboration to reach goals
  - Very specific performance metrics v. avoiding individual blame or team blame

## MAINE QUALITY FORUM APPROACH TO CON PROCESS

Describe MQF-AC/MQF definition of Quality  
(STEEP criteria)

SAFE

Reference consensus standards of safety  
NQF safe practices  
Joint Commission Safety Goals

TIMELY, EFFICIENT, EQUITABLE, EFFECTIVE, PATIENT CENTERED

Reference key attributes of metrics of these characteristics of quality

STRUCTURE

Physical structure, layout  
HIT structure, process support

PROCESS

STEEP criteria

OUTCOME

STEEP criteria

ACCREDITATION

LEADERSHIP

Public face of accountability and transparency